



IOM International Organization for Migration
OIM Organisation Internationale pour les Migrations
OIM Organización Internacional para las Migraciones



**CAPACITY-BUILDING IN BORDER MANAGEMENT ON
THE EAST TIMOR-NUSA TENGGARA TIMUR,
INDONESIA BORDER PROJECT**

End-of-Project Evaluation

December 2003

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Finally, the Team would like to extend its appreciation to the Government of Japan for supporting this laudable project and for making available the necessary resources for the successful conduct of this evaluation.

Evaluation Team
Nusa Tenggara Timur, Indonesia
15 December 2003

Executive Summary

When East Timor became independent on September 1999 and came to be known as the Democratic Republic of Timor Leste (RDTL), what existed as provincial boundaries between East and West Timor (or Nusa Tenggara Timur) became international borders. Such brought new complications as the adjoining areas share a common culture, history, and kinship while the advent of an international boundary brings with it controls on the flow of people and trade.

The International Organization for Migration (IOM), in line with Articles IX and X of the Cooperation Arrangement signed with the Government of the Republic of Indonesia (GoRI) on October 2000, together developed and implemented the Capacity-Building in Border Management on the East Timor-Nusa Tenggara Timur, Indonesia Border Project to address the need for a functional international border. With the generous funding from the Government of Japan, project implementation commenced on January 2001.

Implementation of project activities continued until June 2003. As is part of the project cycle, the termination of the project necessitated the conduct of an end-of-project evaluation specifically to determine the following: (1) Consistency of project implementation to commonly-agreed activities and workplan; (2) Immediate benefits of the project to the management of the border with RDTL; (3) Impact of the socialization of statutory regulations on state borders to officers in the border area and to the people living along the border; and (4) Constraints encountered in project implementation and in the effective management of the border with RDTL.

The evaluation was conducted by an 8-member independent team comprised of representatives from the academe (university), non-governmental organizations, and civil society who have wide and varied experience in monitoring and evaluation and have not been directly involved in project implementation. A combination of four appraisal techniques, namely, documentation research, field observations, respondent interviews, and focused group discussions were utilized in the course of the exercise.

Covered under this evaluation are physical and non-physical assistance provided under the project, as well as, institutions and organizations at provincial, district, and sub-district, and community levels involved in the implementation of the project.

The findings of this evaluation showed that the project was implemented according to commonly-agreed activities and workplan despite limitations imposed under UN Security Level Phase V conditions. Identification of border crossing points to be covered under the project was done deliberately and with care while various communication and operational equipment necessary to the full and effective operation of said emergency border crossing points were delivered, received, and utilized by responsible authorities in the said posts. Trainings were also conducted by suppliers on the use and maintenance of equipment, however, concerns with regards to its sustainable and proper utilization remain as standard operating procedures on equipment utilization is inexistent and the agreement amongst the agencies involved in border management only covers the maintenance on the solar cells provided.

Although the development and operationalization of a functional border database system was dropped as a component of the project to avoid duplication in the delivery of services, such was a sensible decision as it did not affect project implementation but rather facilitated its complementarity with other functions of the Immigration Office. But such complementarity seems to be reflected in statements alone and not in terms of actual conduct as indicated by the lack of information-sharing on immigration data.

The training of border authorities and local government officials proved beneficial as it made those responsible for border management aware of the procedures and the agreements and policies guiding the management of the border with RDTL. Still, the issue of sustainability remained after those trained eventually got promoted or transferred bringing with them the necessary technical knowledge on the management of the border between NTT and RDTL.

There is lack of coordination among agencies and institutions involved in border management. While much of the inter-agency coordination task was done by IOM, local partners should take a leading role maintaining local government 'buy-in' or involvement in border management which is of utmost importance given the critical role the local government plays with regards to the development of border communities and in the upliftment of the local people's quality of life.

While the establishment of emergency border crossing posts successfully regulated the flow of goods, people, and vehicles along the border, it should not be expected to cope with the increasing border activity. Said posts had to be made more permanent with the space arrangements in the identified border crossing points carefully planned to facilitate ease in the flow of traffic.

Socialization activities have proven to be effective mechanisms for conflict resolution and for increasing the interaction between border communities and that of border authorities and local government officials. Complemented by the strict enforcement of border management rules and regulations, it has firmly established the emergency border crossing posts and controlled the proliferation of illegal border crossing points. Thus, socialization activities have to be widened in terms of coverage to benefit more communities along the border with RDTL.

In conclusion, implementation of the project has been very good and the immediate impact on border authorities, local government officials, and border communities positively clear. The experience from this project is sufficient to have confidence in the replication of these systems and activities in other international border posts granting the inclusion of certain adjustments based on the findings of this evaluation.

1. Introduction

Prior to the conduct of a general referendum on East Timor independence on August 1999, there has already been a significant movement of people from East Timor to Nusa Tenggara Timur (NTT) Province. Such movement became even greater when the pro-independence movement and the likelihood that East Timor would become a new, independent country became more apparent.

When East Timor indeed became independent on September 1999 and became known as the Republic of Democratic Timor Leste (RDTL), what existed prior to independence as provincial boundaries became international borders. This brought about new complications as adjoining areas share a common culture, history, and kinship while the advent of an international boundary brings with it controls on the flow of people and trade.

The International Organization for Migration (IOM), in line with Articles IX and X of the Cooperation Arrangement signed with the Government of the Republic of Indonesia (GoRI) on October 2000, together developed and implemented the Capacity-Building in Border Management on the East Timor-Nusa Tenggara Timur, Indonesia Border Project to address the need for a functional international border. With the generous funding from the Government of Japan, project implementation commenced on January 2001.

This evaluation study follows the project development cycle and comes after the completion in the implementation of project activities. It is divided into 5 main sections with Section I providing the introduction and brief background into the evolution of the project and Section II indicating the objectives, coverage, and methodology employed in the conduct of the evaluation, composition of the evaluation team, and time frame for the conduct of the exercise. Section III gives the overview of the project, including the description, objectives, expected results, and project activities. The findings of the evaluation and the project's impact are discussed in Section IV while conclusions and recommendations are presented under Section V.

2. Evaluation Framework

This section presents the framework for the conduct of the evaluation exercise. Contained herein are the objectives and coverage of the evaluation, as well as, the methodology, team composition, and timeframe of the exercise.

2.1. Evaluation Objectives

The primary objective of this exercise is to evaluate end-of-project implementation. Specifically, the exercise intends to determine the following:

1. Consistency of project implementation to commonly-agreed activities and workplan;
2. Immediate benefits of the project to the management of the border with RDTL;
3. Impact of the socialization of statutory regulations on state borders to officers in the border area and to the people living along the border; and
4. Constraints encountered in project implementation and in the effective management of the border with RDTL.

2.2. Coverage of the Evaluation

This exercise covers the evaluation of both physical and non-physical assistance provided under the project. Physical assistance includes the various equipment that were deployed in identified international border posts while non-physical assistance are the trainings and socialization activities conducted for national, local (district and sub-district), and border officials, as well as, communities along the border.

The evaluation also covered institutions and organizations at provincial, district, sub-district, and community levels. Evaluation of physical and non-physical assistance were made at provincial level and legal crossing points – Napan, Motaain, and Metamauk – while evaluation of non-physical assistance was made in areas adjoining the international border posts covered under the project which benefited

from project externalities. Said areas where evaluation of non-physical assistance was made are Oelbinose, Tasinifu, Wini (TTU), Silawan, Salore, Asumanu, Mumutin, Laktutus, and Wemasa (Belu).

2.3. Methodology

A total of 4 appraisal techniques, carried out as a stand alone activity and in complementation with each other, were employed in the conduct of the evaluation. Said techniques facilitated the generation of empirical observation and of primary and secondary information on project activities, accomplishments, and constraints.

Documentation Research. The evaluation team collected relevant data and information from various secondary sources, like reports, studies, etc. Said sources were derived mainly from related government agencies and other institutions at provincial and district levels.

Field Observations. Members of the evaluation team stayed in Napan, Motaain, and Metamauk for a short duration to personally observe the operation of the international border crossing points. Said observations were recorded and subsequently served as input to the conduct of focused group discussions and, to a certain extent, respondent interviews.

Respondent Interviews. Interviews were made by members of the evaluation team to people residing on border communities and project partners like, BAPPEDA, Plant Quarantine Office, Animal Quarantine, Dinas Nakertrans, non-governmental organizations, universities, and others. These interviews are non-structured and served to validate information from the conduct of documentary research and field observations.

Focused Group Discussions. Focused group discussions involving partners from provincial and local (district) government offices, the military, and NGOs that are involved in the border management were conducted in the cities of Atambua and Kefamenanu.

2.4. Team Composition

Conducting the end-of-project evaluation is an 8-member independent team comprised of representatives from the academe (university), non-governmental organization (NGO), and civil society who have wide and varied experience in monitoring and evaluation. Said evaluators were also not directly involved in project implementation to avoid possible conflicts of interests and ensure independence and an unbiased perspective during the conduct of the exercise.

2.5. Time Frame

This evaluation was conducted for 77 days, distributed over a period of 10 weeks. Approximately 3 weeks of data gathering and validation were allotted in each international border crossing point covered by the project and adjoining international border crossing points which benefited from externalities of the project, primarily socialization activities.

3. Project Overview

3.1. Description

The Capacity-Building in Border Management on the East Timor-Nusa Tenggara Timur, Indonesia Border Project is an initiative contributing to efforts of the Government of the Republic of Indonesia (GoRI) in normalising relations with the Republic Democratic Timor Leste (RDTL) through the establishment and effective management of the new border between the two countries. It establishes a functional border in Nusa Tenggara Timur within the context of existing national frameworks and lays the foundation to support GoRI in the identification of a comprehensive approach to its national border management system.

3.2. Objectives

The project intended to achieve the following objectives:

1. Establish fully functional international border posts;
2. Enhance the capacity of border management personnel;
3. Make available timely and accurate information/data on border movements;
4. Increase awareness of border population on proper border crossing procedures; and
5. Improve appreciation of district and sub-district officials on border management policies, procedures, and organization.

3.3. Expected Results

The expected results of the project are the following:

1. Fully equipped and operational international border posts;
2. Trained border management personnel;
3. A functional border database system;
4. Socialized border policies, procedures, and organization.

3.4. Activities

Activities under the project are categorized into 2 phases – pre-implementation and implementation.

The Pre-Implementation Phase involves the conduct of the necessary groundworking activities with the Ministry of Home Affairs, Ministry of Foreign Affairs, BAPPEDA NTT, Indonesian National Police, Department of Immigration, Indonesian Customs Office, and District and Sub-District Local Governments to arrive at basic agreements and further define intended project activities.

The Implementation Phase focuses on carrying-out commonly agreed upon activities. These activities are classified into 3 components, namely, equipment and supplies; training; and socialization of the border population.

Equipment and supplies provision to international border crossing points comprise a component under the implementation phase. The following are provided to international border posts: computers and information management software, solar power cells, metal detectors, and basic communication equipment.

The training component provides for the enhancement of Ministry of Home Affairs and NTT District and Sub-District officials capacity on border management policies, procedures, and organization; capacity-building for border personnel on the use of equipment, information management technology, and border management procedures; and conduct of study tours in other Indonesian land border crossings.

The last component involved the design and production of information, education, and communication (IEC) materials on new border procedures and its subsequent socialization to communities along the border.

4. Findings of the Evaluation

4.1. Consistency to Project Plans and Objectives

The identification of the border crossing points to be covered under the project was done deliberately and with care. As the said border crossing points are the main arteries in terms of the movement of both people and goods prior to its reclassification as an international border, assisting the same allows for the quick and effective management of the border, and in regulating trade and migration within the confines of existing frameworks and policies.

Various communication and operational equipment identified as necessary to the full and effective operation of the 3 emergency border crossing posts were delivered and duly received by responsible authorities in the said posts. These equipments have been utilized in the operation of the emergency border crossing posts and have proven very valuable in terms of expediting the delivery of border management services and facilitating the flow of trade and people from Indonesia to RDTL and vice-versa.

Trainings were conducted by suppliers on the use and maintenance of equipment provided, however, concerns remain with regards to the sustainability on the proper utilization of said equipment. Border personnel who were initially trained under the project on equipment use and maintenance were either promoted or transferred to other posts without the said officers training those who replaced them. The repercussions of such situations reached a high point when there was shortage of power supply in the said emergency border crossing posts due to lack of maintenance on the solar cells and which subsequently affected the delivery of services in the said posts.

A review of standard operating procedures on equipment utilization showed that there is none. There was no utilization plan on the use of shared equipment, like the computer, and in the maintenance of solar cells which could have served as a guide for incoming border officials. An arrangement between and among agencies was eventually agreed on through the facilitation of IOM but such covered only the maintenance on the solar cell.

The development and operationalization of a functional border database system was initially a component of the project, however, this was eventually dropped in the course of project implementation as such is considered part of the regular functions of the Immigration Office. The dropping of the said component was a good decision as it avoided duplication in the delivery of services and made available additional resources for other project activities. Such also did not significantly affect the achievement of project objectives but rather strengthened it as complementarity with other functions of the Immigration Office was established.

While the dropping of the component on the development and operationalization of a functional border database system may not have affected the project much, availability of vital information on the flow of people, goods, and vehicles along the border which are for public consumption has been wanting. Such would have been highly valuable to border and local government officials for purposes of monitoring border traffic and in local development planning and management.

The training of border officials on border policy, procedures, and organization were beneficial as it made those responsible aware of the procedures and the agreements and policies guiding the management of the border with RDTL. However, the issue of continuity again emerged as those border officials who were trained eventually got promoted or transferred to other areas of assignment bringing with them the necessary technical knowledge on the management of the border between NTT and RDTL.

The study tour to Entikong and Kuching was viewed with some reservation as it is felt that most of the positive experiences in the management of the said border were not applied. Such is indicated by the perceived limited innovative approaches introduced in the management of the border between RDTL and NTT and the continuing vague distribution of authority between the central and regional governments, and amongst various institutions involved in border management.

Emergency border crossing posts, by its very nature as a temporary facility, have limited capacity with regards to processing the traffic of goods and people to and from the border with RDTL. The limited space within the posts already presents a challenge both to the transacting public and the border officials trying to facilitate the smooth flow of people, goods, and vehicles. These limitations, like the absence of a special room for investigating (search through) suspicious characters, have constrained border officials in the performance of their tasks.

An integrated building is needed to make the flow of goods and people orderly and efficient. While the Immigration Office has already established its offices in the areas of Motaain, Metamauk, and Napan, such are located far from the emergency border

crossing posts making inter-office coordination and border procedures more difficult. Moreover, accommodation for officials assigned along the border is inexistent as are transport facilities and basic utilities, like potable water supply.

The lack of coordination among agencies involved in border management is quite evident looking at the various challenges affecting the project and which are easily surmounted through regular communication and coordination. A case in point is the single-side band radio in Motaain which was thought to be defective but, in actuality, only needed tuning from representatives of the Indonesian National Police (INP) and the Indonesian Armed Forces (TNI). While the radio was eventually fixed, such was done only after all parties met under the facilitation of IOM.

Implementation of project activities was undertaken under UN Security Level Phase V conditions. Despite the obvious difficulties of not being able to have IOM international staff deployed in the said province and the limited movement of local staff, project activities were implemented according to plan. There were only slight delays in project implementation brought about by operational difficulties, for instance, the inability to hold meetings in Kupang which necessitated the holding of said meetings in neighboring islands. However, these limitations evident under UN Security Level Phase V conditions resulted in more critical repercussions, mainly in limiting the effective coordination of project activities and critical facilitation of IOM to bring together all the actors involved in border management.

4.2. Immediate Benefits to Border Management

Through the activities conducted under the project, the flow of goods, people, and vehicles along the border has been regulated according to national frameworks and agreements and policies guiding the management of the border. Improved awareness on border procedures, both among border officials and people living along the border, has worked to reduce the level of misunderstanding on border procedures thereby expediting transactions made at the emergency border crossing posts.

The establishment of the emergency border crossing posts has in effect identified the official entry and exit points along the border thereby rendering traditional border crossing points as illegal. With subsequent socializations activities being made, as well as, the enforcement of border rules and regulations that led to the arrest of people and confiscation of goods passing through the illegal border crossing points, proliferation of traditional border crossing points have been controlled.

Due to commonly-agreed policies on border management, conflicts arising on agricultural land and livestock migration are easily mediated and subsequently resolved. Awareness of new border procedures has also reduced the occurrence of said conflict with all parties concerned, primarily those living along the border, conscious of abiding with newly-established rules and regulations.

The involvement of officials from local governments that share the border with RDTL has developed “buy-in” from the said officials and paved the way for an integrated approach to border management. The peculiarities of a border community which brings with it unique advantages, as well as, problems that impacts on the local government are taken into consideration in the process of local development planning and management. As such, it is laudable that the management of border communities and the border itself is viewed not solely as a responsibility of the national government but also as a local government concern and that there is complementation with regards to the delivery of services in the said areas.

4.3. Impact of Socialization Activities

The socialization of border crossing rules and regulations was quite effective as indicated by the increased awareness of the border population on new rules and regulations guiding the management of the new border with RDTL. Such had a tangible effect on the flow of people, goods, and vehicles on the border which improved significantly due to common understanding of the rules and procedures guiding border movement. A significant effect was also registered on the resolution of agricultural land and cattle migration conflicts and in controlling the proliferation of traditional border crossing points that are not officially recognized.

The conduct of socialization activities facilitated increased interaction between and amongst the border communities, border authorities, and local government officials. Through the said activities, not only are the people living in border communities sensitized on new border rules and regulations but they provide feedback to border authorities and local government officials on the impact of said rules and regulations on their way of life. This facilitates discussions on mechanisms to improve the quality of life of border communities within the confines of the new border rules and regulations that then serve as basis for appropriate interventions to be provided by border authorities and local government officials. For local government officials, in particular, the concerns of border communities are incorporated into the local development plans which then become the foundation for the formulation and passing of the local budget.

5. Conclusions and Recommendations

The project was implemented according to commonly-agreed activities and workplan despite limitations imposed under UN Security Level Phase V conditions. Although a component of the project was dropped to avoid duplication in the delivery of services, such was a sensible decision as it did not affect project implementation but rather facilitated its complementarity with other functions of the Immigration Office. However, such complementarity seems to be reflected in statements alone and not in terms of actual conduct as indicated by the lack of information-sharing on immigration data.

On a wider scale, the rendering of lip service is merely a symptom of the larger problem of lack of coordination among agencies and institutions involved in border management. While this could be attributed, to a certain extent, to conditions that the project was working under (UN Security Level Phase V), inter-agency coordination should not be the responsibility of IOM alone which is a mere ‘facilitator’ of this undertaking. It is undeniable and necessary that a more permanent and wider mechanism for inter-agency/office coordination has to be developed with local

partners playing a leading role and the said body meeting regularly to discuss matters related to border management and to complement each other's activities. Local government involvement in border management is of utmost importance given the critical role it plays with regards to the development of border communities and in the upliftment of the local people's quality of life.

Sustainability remains a primary concern, particularly, in the continued utilization of shared equipment and in ensuring that the necessary technical knowledge on border management is retained inspite of the constant change of border personnel. Standard procedures have to be widened from existing agreement on solar cell maintenance to include the use and maintenance of other equipment and in the turn-over of responsibilities among border personnel.

While the establishment of emergency border crossing posts successfully regulated the flow of goods, people, and vehicles along the border, it should not be expected to cope with the increasing border activity. Said posts had to be made more permanent with the space arrangements in the identified border crossing points carefully planned to facilitate ease in the flow of traffic.

Socialization activities have proven to be effective mechanisms for conflict resolution and for increasing the interaction between border communities and that of border authorities and local government officials. Complemented by the strict enforcement of border management rules and regulations, it has firmly established the emergency border crossing posts and controlled the proliferation of illegal border crossing points. Thus, socialization activities have to be widened in terms of coverage to benefit more communities along the border with RDTL.

In finality, implementation of the project has been very good and the immediate impact on border authorities, local government officials, and border communities positively clear. The experience from this project is sufficient to have confidence in the replication of these systems and activities in other international border posts granting the inclusion of certain adjustments based on the findings of this evaluation.

**TERMS OF REFERENCE
FOR THE END OF PROJECT EVALUATION
OF THE IOM BORDER MANAGEMENT PROJECT IN
THE PROVINCE OF NUSA TENGGARA TIMUR**

I. Background

From the time of the referendum of 30th August 1999, the number of people who migrated and took refuge in the province of East Nusa Tenggara (NTT), particularly within the island of Timor, was already numerous. This movement of people became even bigger after the results of the referendum showed that pro-independence groups have won by an overwhelming 78.5 percent of the votes casted.

The victory of the pro-independence group has brought at least two new developments. On one hand, there is the increase in the number of refugees in the area of East Nusa Tenggara while, on the other, the birth of a new nation and neighbor of the Republic of Indonesia which had previously been the 27th province of Indonesia.

This new development has also had the implication on the arrangement of rules and relationships between adjoining areas of the same island who possess a relatively identical culture and past but would now require altered handling based on the principles of sovereignty, peaceful relations, and mutual respect being of two independent countries.

Although already separate as sovereign nations, the feeling of affinity and consanguinity between the citizens of the two adjoining areas of the island is difficult to hold back and, for that reason, the cross-border flow of people and merchandise at the boundary area is still extremely high and requires serious handling. On this account, government workers and the people along the border

between the Republic of Indonesia (RI) and the Democratic Republic of East Timor (RDTL) have to know very well the rules and laws, as well as, the cross-border management regulations that are in effect internationally.

The International Organization for Migration (IOM) through various meetings with the government of the Republic of Indonesia and the government of the Province of East Nusa Tenggara has agreed to various forms of assistance for the handling of the RI-RDTL cross-border posts. These assistance covered the following: supply of equipment required at the official post, training of border officers in matters such as implementation of procedure and use of equipment, and training of officials at provincial and kabupaten levels regarding border policies, procedures, and organization through comparative studies, as well as socialization of rules and laws on immigration, customs duties, quarantine, and other regulations for social order and defense, and operational assistance through the Secretariat for Intermediation at the RI - Timor Leste Border which is based in NTT.

The assistance provided by the IOM has been ongoing sine year 2000 with the intent that it will bring a positive impact on the management of the border, particularly, in the handling of the cross-border post; sensitizing the people about the management of the border; and in building the capacity of government personnel managing the border.

In the connection, the utilization of IOM assistance has to be evaluated critically and objectively in order that the intention behind the provision of assistance may be achieved and various parties, namely, IOM, the Provincial Government of NTT, and the Government of the Republic of Indonesia may obtain inputs regarding the benefits of IOM assistance and also regarding constraints faced in the management of the border between the Republic of Indonesia and the Democratic Republic of East Timor (RDTL).

II. Objectives

The primary objective of this exercise is to evaluate end-of-project implementation. Specifically, the exercise intends to determine the following:

1. Consistency of project implementation to commonly-agreed activities and workplan;
2. Immediate benefits of the project to the management of the border with RDTL; and
3. Impact of the socialization of statutory regulations on state borders to officers in the border area and to the people living along the border;
4. Constraints encountered in project implementation and in the effective management of the border with RDTL.

III. Scope of Activities

The scope of activities in the evaluation of IOM assistance includes:

1. Conformity of the number and quality of physical assistance given by IOM workers who are at the post in the RI-RDTL border with the plans commonly agreed upon.
2. Conformity of the work program of the participants in the comparative study in Entikong and Tebedu with activities implemented at the post in the RI- RDTL border.
3. Results of the activities of socialization of the border laws in the RI - RDTL borders in the areas of Kupang, TTU and Belu.
4. Conformity of the implementation of cross-border procedures and management with the plan from IOM and with international cross-border standards of management.
5. Constraints faced in the management of the RD - RDTL cross-border post in the areas of Kupang, TTU and Belu.

IV. End of Result Hoped For

The end result hoped for from this evaluation is an objective report on the realization of IOM assistance in the RI - RDTL border posts in Kupang, TTU and Belu, on the results of the comparative studies in Entikong and Tebedu done by government officials of provincial and kabupaten level; the benefits of socialization of statutory regulations on the border to the officers at the border post and the people in the RD - RDTL border; and the various constraints faced in managing the cross-border post. The report is to be submitted in 15 (fifteen) copies of standard size.

V. Approach and Method of Evaluation

This evaluation of IOM assistance will be done by combining several approaches and methods, namely, the logical framework (log-frame) method which is for seeing the conformity between what should be and what is in reality. With that intention, data and information will be collected through perusal of documents, field observation, focus-group discussion (FGD) and the qualitative-analysis method based on information from a number of informants.

VI. Time of Implementation

This activity will be performed within 60 workdays divided into 8 weeks with details as shown in the following matrix:

No.	Activity	1	2	3	4	5	6	7	8
1	Preparation and Proposal discussion	X							
2	Document analysis	X	X						
3	Field Observation and Focus Group Discussion			X	X	X	X		
4	Data Processing and Analysis						X	X	
5	Report Composition							X	
6	Seminar of Achievement and Final Report								X

EVALUATION TEAM

This evaluation was conducted by an independent team composed of representatives from the academe (university), NGOs, and civil society who have wide experience in monitoring and evaluation and are not involved directly in project implementation. The independent team is composed of the following:

- Chief : Yanuarius Koli Bau (university)
- Secretary: Afra Rodja (social worker)
- Member : Niken Yuni Partiw (social worker)
- Gabriel Fernandez (NGO - ACW)
- Magnus (NGO- LAKMAS)
- Rafael Bau (university)
- Petrus Kase (university)
- Frans Nahak (public figure - Atambua)